

Chroso

23 February 1962

MEMORANDUM FOR: Assistant Director/SI

SUBJECT: Career Management of S&T Personnel

1. The Agency needs qualified S&T personnel, and in a number of its components these personnel serve in a variety of ways including scientific intelligence production where the emphasis is on intelligence research, applied engineering, research and development and scientific intelligence operations. In addition to scientific and engineering knowledge, personnel aptitudes covering virtually the entire range of Agency needs are also involved in the total S&T activities of the Agency. The bulk of these personnel are presently used in OSI, TSD, DPD, COMMO, Security (electronics surveillance), Medical Staff, as S&T case officers for the various area conditions, and some engineers in Logistics. Even the A&E Staff of OTR might be included, and certainly the need for S&T competence in the guiding of certain training programs is also involved.

2. To achieve the most effective results in this short-supply, highly competitive field, it is recommended that some provision be established to effect an integrated program that would include initial selection, recruitment, placement, training and continued development from a career standpoint. The objectives of such a program should be getting the right talents, knowledges and aptitudes brought into the Agency, and subsequently to get these qualities effectively developed and placed according to the needs of the organization.

Proposal No. 1

3. Perhaps the best approach would come from placing such a program in the hands of the largest S&T component such as the new DD/R, letting all S&T personnel be assigned to this career service.

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This central body would perform all of the functions of personnel management; and staff, as requested, the S&T needs of other Agency elements not contained within the DD/R. This would have the advantage of command authority to approach every step from recruitment to career development, thus making it possible to gain efficiencies in the recruitment and training processes and the maximum opportunity for developing rounded capabilities of the maximum number of people, including getting the "right man for the right job". This approach could be efficient and authoritative. By so placing responsibility, expertise in all of these management aspects could be developed to a degree higher than any one of several smaller components. Either on its own or through a central Office of Personnel, an aggressive, imaginative program could be expected.

4. This plan would be comparable to the present method of supplying Security Officers, Budget Officers, etc., from a central parent service to the other offices of the Agency having requirements for such personnel. On the negative side it may be reasoned that those components having responsibility for some aspects of the total S&T program may feel this responsibility lessened by this approach or find it a convenient excuse for weak performance by blaming their shortcomings on the inadequacies of personnel supplied from the parent S&T service. I do not believe, however, that this would be a very valid argument and would be offset by the greatly increased understanding that could take place through the rotation of personnel in the various collecting, producing and supporting elements of the Agency. It also has the advantage that mistakes in assignments could be rectified when identified by pulling the individual back and replacing him. In other words, a greatly increased capability to put the right man at the right place would be provided as opposed to each component being more or less "stuck" with the personnel they find themselves saddled with. Assuming able management in the parent S&T service, I think there is no question but that the entire S&T effort of the Agency would become an effective force and achieve a position of prestige based on merit.

Proposal No. 2

5. An alternative to the above suggestion would be to try to achieve these same objectives through the commissioning of an S&T Career

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Service Panel with representation from those various Agency components having some S&T mission and responsibility. Theoretically, this approach should be able to accomplish essentially the same things. It would, however, be the difference between a line authority and a committee-type of operation. This panel or committee approach where the S&T personnel would have the career designator of their assigned service could no doubt function effectively in the recruitment and initial training processes, although I would expect developmental assignments or merely corrective assignments to be somewhat more difficult and improbable of success. It would also inject the element of different standards and by a somewhat weaker force either with or without a central Office of Personnel.

6. While I favor the first proposal over the second, I feel confident either one could distinctly improve the present situation.

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**Chief, Staff
Scientific Intelligence**

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